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INSCOM *Journal*



March 1986

REFLECTIONS

Part 2



Viewpoint

"Look at an infantryman's eyes and you can tell how much war he has seen."

**—Bill Mauldin,
WWII cartoonist**

"New conditions require for solution new and imaginative methods. Wars are never won in the past."

—Gen. Douglas MacArthur

"Facts do not cease to exist because they are ignored."

**—Aldous Huxley,
English novelist and essayist**

"Anyone who goes to a psychiatrist should have his head examined."

**—Sam Goldwyn,
movie producer**

"Suspicion is a heavy armor. Its weight impedes more than it protects."

**—Lord Byron,
English poet**

"Anger repressed can poison a relationship as surely as the cruelest words."

—Joyce Brothers, psychologist

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INSCOM

picnic at

Vint Hill

by Sp4 Wanda Gowan

A year of tedious planning fell together on August 3 when tents were raised on the Officer's Club lawn, the dunking booth was filled, picnic banners were displayed, and the exhibition tanks and cars arrived. These activities marked the beginning of a picnic long to be remembered.

The "Farm" was brisk with activity and so was the air above it. The sun illuminated the parachutists free-falling from the sky to make near to perfect landings in front of the parade stand. Over cheers and laughter the steady hum of a visiting Black Hawk helicopter was heard as it waited to make its grand entrance. Antique cars were scattered about the grounds as a brightly colored hot air balloon attempted to contribute to the air traffic.

There were approximately 2,500 people mingling on the premises,

wandering from activity to activity. All types of entertainment were provided. Fully costumed bagpipers strolled throughout the picnic area, their hypnotizing notes drifting on the air, while just around the corner a disc jockey played "your request." From time to time, a local steel band enticed the audience with selections that had them glued to their seats. An Army Blues Band played songs reminiscent of the things we loved; also, tunes that are popular today.

Among the estimated 2,500 picnickers, there were visitors from

faraway places such as Germany and Panama.

The military police provided assistance wherever needed. Over in one corner of the picnic area stood a makeshift jailhouse which stayed full for the greater part of the day. Many meals were disrupted and many conversations were halted when citations were handed out. There were unexpected ticket drawings seeking the oldest member of INSCOM and also the people who had traveled the greatest distance. A recent motorcycle accident victim was witness to the festivities.



A parachutist is coming in for a landing at Vint Hill Farms' INSCOM Day.



Fun and activities at Vint Hill Farms' Oktoberfest.

Oktoberfest at Vint Hill Farms

Merrymakers witnessed a chilly but fun-filled rendezvous with the Germans as Vint Hill Farms Station sponsored its third annual Oktoberfest on September 14-15, 1985.

The grounds of the "Farm" were once again cluttered as enthusiastic visitors ate, drank, danced, laughed, played and spread good cheer for two days. The fest tent overflowed with happiness as approximately 2000 people made new friendships and renewed old ones.

Through a flowing river of German beer and wine, and the aroma of knockwurst, people mingled and danced well into the night. Racquetball challenge, turkey shoots, open gymnasium

skating, the Kinderfest, the Bealton Flying Circus air show and a presentation by the Old Guard left no room for boredom throughout the two-day festivity.

Enthusiasm was high as the Germans locked heels with the Americans in a tight game of soccer. The Germans were victorious in closing out the Americans with a score of 4-2. Confidence soaring high, they again matched skills with the Americans in a game of softball with a tied score, and later put the lid on the competitive activities by taking two games out of three in the volleyball action.

The official beer keg was tapped by Brig. Gen. Pichler and Col. Leland Holland. The stage

was continuously filled with high stepping dancers. A favorite by all was the Chicken Dance that had the shyest of citizens ruffling their feathers.

The big surprise of the day came from the clouds above as paratroopers glided into the day's activities. Among those daredevils of the sky were Col. Leland J. Holland, post commander and Command Sgt. Maj. Clarence J. Hopson, post sergeant major.

Though the air was chilled from the winds of the season, the goodwill from friends and neighbors filled the "Farm" with a warmth to last until the next Oktoberfest.

Auf Wiedersehen, German friends.

VHFS dining facility wins award

by Sp4 Wanda Gowan

The "mess" has done it again! For the third year, the Vint Hill Farms Station Consolidated Dining Facility has won a dining facility award. This year they won the INSCOM Small Dining Facility Award.

The award was presented on February 14, 1985 to dining facil-

ity personnel by Brig Gen. Charles F. Scanlon, Deputy Commander of INSCOM.

Vint Hill placed over seven other INSCOM facilities. "We try to make this facility right for the soldiers. We are always trying to improve," stated SFC H.C. Foster, food/service sergeant.

"Satisfying the soldiers is the function of this dining facility,"

said Foster. He has been in the food service 11 of his 18 years in the military. He says that the people who eat in the dining facility make it what it is. He stated, "Command emphasis has a big hand in the success of the facility, and here at Vint Hill, the support is great. It's one of the best dining facilities I've worked in since I joined the Army."

NCO of the Quarter at Vint Hill Farms

Sgt. (P) Lester L. White, of the 166th Military Intelligence Company at Vint Hill Farms, is the NCO of the Quarter for the third quarter of 1985 for the 201st MI Battalion at Fort Monmouth, N.J.

The 166th is an assigned unit of the 201st. The competition was held at Fort Monmouth in August.

White said he thought that having the experience of appearing before Promotion and NCO of the Month Boards in the past, combined with "a lot of studying" prepared him well for the board at Fort Monmouth. He was the 166th's company NCO of the Month in June and went before the E-6 Promotion Board in April.

In addition to his duties, White

is also the 166th ELI Platoon, Assistant Detachment C Commander. His duties are similar to an assistant squad leader's duties.

According to Staff Sgt. Michael D. Dennis, Det. C Commander, White is one of the most tactically experienced NCOs in ELI Platoon. "His previous duty station was tactical, so when he arrived at Vint Hill, he was able to understand the needs of the soldiers his first day here," he added.

White completed the Basic Technical Course at Fort Devens, Mass. in December last year and was the distinguished honor graduate for his class. He has 120 credit hours toward a Bachelor of Science Degree in Civil Engineering. After completing the first de-

gree, White said his goal is to acquire an additional degree in Computer Science.

One of White's hobbies is computer. "I use it to make graphs for my job and right now I'm working on my first graphic game," he said. "The game isn't complicated. It is composed of stick people picking up things—throwing items—and jumping over them," he added.

The five foot-10 inch, 192-pounder also enjoys running, lifting weights, and hunting and fishing in his spare time.

When asked if he plans to compete in the NCO of the Year competition, White responded with a traditional answer: I may, and then again I may not.

FS Augsburg's Year in Review

by Sp4 Gary S. St. Lawrence

"It Was A Very Good Year"—so goes the song! And indeed it was a very good year for Field Station Augsburg.

The year 1985 was one of changes, accomplishments, gains and losses. Throughout the year people came and went, contributing to and taking with them their own little piece of the success of Field Station Augsburg. Like all INSCOM units, Field Station Augsburg has its rules to follow and traditions to uphold. But FS Augsburg also had its own special flair.

Perhaps the most outstanding event was a triple challenge consisting of the bi-annual Inspector General's Inspection, the Adjutant General's Inspection, and the Command Maintenance Inspection. All three inspections hit FS Augsburg simultaneously.

The "inspection onslaught" was something everyone had heard about through the FS Augsburg grapevine and anticipation of its arrival formed icicles on the spine of many a non-commissioned Officer in Charge. However, with a lot of hard work, preparation, and a little divine intervention, FS Augsburg flew through the rigors of all three inspections with "satisfactories" abounding. Throughout the field station, all sections put forth their best efforts to show the inspection teams just what the word *preparation* meant.

The results were so outstanding in the field station's maintenance areas that a 98.3 percent success rate was given to FS Augsburg

from the Command Maintenance Inspection Team when no negative findings were reported, setting a precedence for Field Station Augsburg. For the command, it was yet another reason for chests to swell with pride. For the "worker bees," it meant the same plus a sorely needed, and heartily appreciated three-day weekend.

As a result of the Command Maintenance Inspection, FS Augsburg was selected to represent INSCOM in the Chief of Staff, Army, Maintenance Excellence Award competition in the heavy category.

Based on the theme, "Leadership and Training," a team of maintenance NCOs from FS Augsburg's Supply and Maintenance Company, headed by MSgt Burton B. Lytle, compiled the documentation that will be used in the competition against all other major Army commands. The final presentation was sent to INSCOM in November but judging has not taken place.

FS Augsburg hopes to follow in the footsteps of FS Berlin who won first place last year and went on to participate in the Department of Defense level competition. "I think we have a very good chance of winning," said Lytle. "The final product that we delivered was a detailed, professional package. It took a lot of time and even more effort on the part of everyone involved from gathering the statistics and data, to the typing and graph-making.

Being selected to represent the MACOM is an outstanding achievement and reflects the tremendous efforts put forth by

everyone assigned to the field station maintenance areas. Whether an aviation crew chief, unit armorer, equipment operator or electronic repairer, all are responsible for the success of the field station.

The Field Station Aviation Detachment did its part in putting its best foot (or rotary-wing, in this case) forward. CW04 Walter Meriwether of the Detachment said, "For the past thirteen years, the Aviation Detachment has supported the commanders and staff of FS Augsburg, the 66th Military Intelligence Group and subordinate elements with responsive, rotary-wing transportation. During that time, our aviators have flown more than 11,328 accident-free hours in three UH-1Hs. "Of course," said Meriwether, "safety was uppermost in everyone's mind."

FS Headquarters and Headquarters Company held aloft its own shining star during the inspections. As the late autumn fogs rolled in over the expanses of Augsburg, HHC anticipated the departure of one of its "Wardogs." In November, HHC said "aufwiedersehn" to Sgt. Daniel Bosque, HHC Supply Sergeant and keeper of "The Best Arms Room in INSCOM." Bosque received special recognition and an Army Achievement Medal for his outstanding work in preparing a flawless Arms Room during the triple inspection onslaught. He left HHC for the Presidio of Monterey, California for additional schooling.

In other areas, the months of August and September saw Sp4

Judith Strack bring home seven gold medals and set five individual records during the VII Corps and USAREUR Swimming and Diving Championships. She set new records in the 50-meter butterfly event, which broke the record set in 1978, and the 100-meter butterfly event, surpassing the previous records with respective times of 36.20 and 1:23.23. Strack completed her sweep when she took her third gold medal, breaking another 1984 record in the 400-meter freestyle competition with a 5:56.25 finishing time. She repeated her outstanding performance by taking the gold and setting new USAREUR records in the 100- and 400-meter events, as well as the 200-meter medley relay. Topping the 1985 season, Strack and two other USAREUR women's champions, Gabrielle Quigley and Lisa Young-Sang, were selected to travel to Warendorf, West Germany to try to rack up more wins at the Conseil Internationale du Sport Militaire (CISM) Swimming, Diving and Waterpool Championships from 9-17 September. "In 1987, at the next CISM championships, I'll be ready to enter the World Class competitions," said Sp4 Strack.

FS Augsburg's Service Company also contributed its share to the successful and eventful 1985 calendar year. In April, both the Sheridan "Bavaria House" Dining Facility and the Gablingen Dining Facility went into competition to capture INSCOM's prestigious Phillip A. Connelly Food Service Award. The judgments were based on cleanliness, organization, quality preparation, and other aspects of professionally run military dining facilities. Apparently, the soldiers at the Gablingen Facility were on top of things throughout the competition, as they "brought home the bacon" in the form of first place in the Large Facility Category. Sheridan's "Bavaria House" received equally praising evaluation, but were just one hair off the mark that the judges were looking for. Realizing the few shortcomings that were noted by the judges this year, Sheridan's din-



ing facility crew is revved up and ready to take the honors in next year's competition.

The month of August also brought about a significant change to the face of FS Augsburg. An installation-wide Change of Command ceremony held August 16 at the field station's Gablingen Facility, brought forth nearly every soldier assigned here to bid farewell to the outgoing Commander, Colonel Floyd L. Runyon and welcome the installation's new man at the top, Col. Charles S. Simerly.

Col. Simerly came to FS Augsburg from the Vice Chief of Staff's Deep Attack Program, holding the position of Director of Systems Integration in 1984 and 1985. Having served a previous USAREUR tour and knowing Col. Runyon for nearly 25 years, Simerly was a jump ahead of the game in being familiar with how the installation was operated.

In his first interview as FSA's commander, Simerly revealed his overall plans for Field Station Augsburg and his on-site initial impressions. "From the outstanding manner in which the soldiers

performed during the change of command ceremony," he said, "and through my nearly completed orientation briefings, all the great attributes made about the "Home of the Professionals" were reinforced."

"As true professionals," he added, "the soldiers here create and sustain a self-perpetuating kind of energy that stimulates each to perform individual tasks that collectively accomplish our mission 24 hours a day, 365 days a year. My task as commander is to maintain that level and accommodate a very ambitious modernization program over the next two years."

Like every commander, Simerly has goals and plans for his installation. There are plans to maintain and improve the previous year's level of excellence, keeping in stride with the examples set forth throughout INSCOM. These goals predict a successful future for Field Station Augsburg, and Field Station Augsburg predicts a successful future for its soldiers. The two complement each other and together, they predict a very successful future for INSCOM.



In July 1985, officers from the three primary branches of the U.S. Armed Forces got together to pin captain's bars on the epaulettes of Jo-Ann Carabeau, Commanding Officer of Company B, 2d Operations Battalion, FS Augsburg. From left are Navy Lt. Cdr. James Roser, Bad Aibling Station (BAS) Assistant Operations Officer; Battalion Commander Lt. Col. Cecil Robinson; and Air Force Col. Gus Wedin, Deputy Station Commander at BAS. (Photo by SFC Ballard Ratliff)

Second Operations Battalion

Company B at Bad Aibling

by SFC Ballard Ratliff

Remember the old novelty song "I'm My Own Grampa?"

Company B, Second Operations Battalion, U.S. Army Field Station Augsburg has a story almost that good. The unit, located at Bad Aibling Station, is one of the parents of its own parent unit.

Located 44 kilometers southeast of Munich, Bad Aibling Station (BAS) originated when the 320th Army Security Agency Battalion was established here in the 1950's. The 320th Bn was redesignated the 18th USASA Field Station in the mid-1960's, while the 318th and 319th ASA Battalions at

Rothwesten and Herzo-Genaurach were redesignated the 19th and 20th USASA Field Stations. The three stations were renamed Field Station Bad Aibling, Field Station Rothwesten and Field Station Herzo-Genaurach and were combined in the 1970s to create a larger operation known as Field Station Augsburg.

A detachment of the Field Station's Third Operations Battalion was assigned to support BAS; however, in January 1985, that detachment became Company B, Second Operations Battalion and Captain Jo-Ann Carabeau became our company commander.

But Bad Aibling Station person-

nel can boast of a lot more than just a confusing history. For a unit of from 80 to 95 people, the company has had a very busy first year.

Company B interacts with its Bundeswehr partnership unit, the 8th Panzer Company, garrisoned at Prinz Eugen Kaserne in Traunstein, and a German anti-aircraft artillery unit located a few yards from BAS. Members of the local Bundeswehr unit attend meetings of the station's Senior Enlisted Association, and some SEA meetings are held in the NCO Club at the German base. Invitations to parties, picnics, military competitions and other activities are ex-

changed frequently.

Routine training is also done jointly on some occasions. When Company B members qualified with the M16A1 rifle during annual record fire in April, the firing was done on range facilities of the 8th Panzer Company's range. Twenty members of the partnership unit also qualified or fired for familiarization with M16A1 rifles during the annual event.

Other activities during the year included contribution of many hours volunteer labor by unit soldiers, many of whom are assigned government quarters in Munich, to help raise morale, welfare and recreation funds for the Munich Military Community at the annual German-American Little Oktoberfest. The community's most important fund-raising

event, the fest also is the third largest annual fest in Bavaria.

With only a few days to recover from that effort, Company B soldiers operated their own concession at the 1985 Bad Aibling Station German-American Volksfest July 4-7. After building a new multi-purpose fest booth with volunteer labor and materials donated by the post engineers, the company operated the Chuck-a-Luck concession. A total of \$1,017 was raised, of which \$102 was contributed to the post Special Services Fund.

The Military Police Platoon at BAS carries out one annual project each November and December which gives members a great sense of fulfillment. They solicit donations of usable and repairable toys, clean and repair them

and make sure that every child in a children's home in nearby Brannenburg gets at least one nice Christmas present. Members who have gone along to present the gifts say they are more than repaid for their efforts despite the fact the project consumes many hours of off-duty time each year—even at times when the MPs work unusually long hours (12 and 12) to perform their primary mission.

Recreational opportunities are also plentiful at BAS. Personnel have easy access to all the Army Recreation Centers in Southern Bavaria. Skiing is a popular pastime here as are excursions to the famous Hofbrauhaus in Munich and the best known of many annual beer and wine fests, the Oktoberfest.



Col. David Tellman, Commander of Field Station Sinop, wears the pennant of the U.S. Naval Academy, following Army's 17-7 loss to Navy recently—much to the delight of Lt. Cdr. Mark Metcalf, U.S. Navy Field Station Commander. Tellman originally had to escort a goat around the installation, but when the Navy could not obtain one, the commander led a small donkey, wearing the Navy pennant. (U.S. Army photo by SSgt. Steve Barrett)

Hall assumes command of HHC

Capt. Larry P. Hall assumed command of Headquarters and Headquarters Company, U.S. Army Field Station Sinop during ceremonies held August 8 at the field station.

In accepting the unit colors from Col. Theodore C. Fichtl, the field station commander, Hall

takes over command from 1st Lt. Paul L. Malamisura, who had commanded the unit for the previous 30 days. Malamisura will remain in the unit as the company's executive officer.

Hall was commissioned in the U.S. Army through the Officers

Candidate School in 1975 after serving three years in the enlisted ranks. Hall holds a Bachelor of Arts degree from the University of Maryland, Baltimore County Campus and received his Master of Public Service Degree in 1979 from Western Kentucky University.

Marks assumes command of ISC-Turkey

by SSgt. Steve Barrett

On December 12, 1985 Maj. Ralph A. Marks, Jr. assumed command of the U.S. Army Information Systems Command-Turkey during ceremonies held at Field Station Sinop.

Marks succeeds Maj. David F. Richards, who had commanded the unit for the past year. Richards was presented the Meritorious Service Medal (1st Oak Leaf Cluster) for his term as the unit commander by Lt. Col. Robert J. Jimenez, the field station's acting commander.

The new commander is a 1974 graduate of the United States Military Academy at West Point, New York and holds a Master's Degree in System Management from the University of Southern California. He was assigned in Korea and Germany, with his most recent assignment the S-3 officer for the 160th Signal Brigade in Germany.



Maj. Ralph A. Marks Jr. accepts the colors of the U.S. Army Information Systems Command-Turkey from Lt. Col. Robert J. Jimenez, Acting Commander of FS Sinop. Marks assumed command of the unit during ceremonies held in December. He replaces Maj. David F. Richards. (U.S. Army photo by Mustafa Tosun)



The 470th MIGP celebrated their Organization Day in October. Twenty years ago they were redesignated the 470th Military Intelligence Group in lieu of the 470th Intelligence Corps Group. Commemorating the event, a sports competition was held.

Above: the women's volleyball team

Below: the men's volleyball team (*U.S. Army photos*)



Celebrates Organization Day

On Saturday, October 19, 1985, members of the 470th MI Group gathered at Fort Davis, Panama, to celebrate the Group's organization. It was during this month, 20 years ago, that the Group was redesignated the 470th Military Intelligence Group vice 470th Intelligence Corps Group.

To commemorate the event, Group personnel held a sports day which was organized by its members at Galeta Island. During

the day, the Atlantic 470th community was pitted against the Pacific 470th community in a day of sports competition in softball, the 5km run, basketball, volleyball, and the PT test.

As the day progressed, it was clear that the Pacific team was up for a tough fight. The Atlantic team out-slugged the Pacific team 13-8 in softball, won the women's

volleyball game, and out-dueled the Pacific in the PT test. Fighting back, the Pacific team won the 5km run with CW2 Cantu coming in first with a time of 17:05.

The Pacific team also outshot the Atlantic team, winning the basketball game 54-29, and winning the male volleyball game. As the day ended and the scores were tallied, the Atlantic team emerged victorious with a score of 527 to 315.

Soldiers attend training course

by Pete Lee

Six soldiers from the 470th Military Intelligence Group, Corozal, Panama, recently attended the two-week Jungle Warfare Training Course given at the Jungle Operations Training Center, Fort Sherman, Panama. The brave six were 1st Lt. Thomas Peterson, Sgt. Pete Lee, Sgt. Francis Cassidy, Sp4 Mark Douglass, Sp4 Kevin McKinney and PFC Richard Murdock.

The training was rigorous and fast-paced and included blocks of instruction on topics ranging from rappelling, pathfinding operations, waterborne operations, field expedient antennas and hazards of the jungle to raids and ambushes, jungle movement techniques, natural sources of food and water, mines and booby traps and river crossing tech-

niques. Squads were formed to complete the training and were evaluated on a GO/NO-GO basis for their proficiency in accomplishing each task. The 470th bunch, who were all assigned to the same squad, received first-time GO's on all tasks including the grueling "Green Hell" obstacle course which consisted of reacting to direct fire while negotiating a booby-trapped stretch of jungle.

Among the most challenging features of the course were the three live-fire exercises, one of which included the nighttime detonation of live Claymore mines and the 17.2-kilometer long-range land navigation course, which ran mostly through jungle and

swamps.

Fortunately, none of the six 470th volunteers suffered any serious injuries; however, 1st Lt. Peterson did receive a nasty bite from a vampire bat. This did not deter him from completing the course, though, and at last report he was bearing up well under the ongoing rabies treatments. All six completed the course successfully, whereupon each was awarded a diploma and the title of Jungle Expert.

Among the impressions left by "jungle school" on the minds of the six attendees, were a renewed appreciation for potable water; a heightened sense of respect and gratitude for the infantryman in the field; and, unanimously, a desire to do it all again sometime—but not anytime soon!

470th celebrates fifth annual Military Intelligence Day

As the first rays of sun broke the horizon on August 16, 1985, the intelligence community on both sides of the Panamanian Isthmus was preparing to renew a strengthening rivalry as well as a celebration of unity—5th Annual Military Intelligence Day 1985. The victor of last year's competition, 29th MI BN (CEWI), was getting set to host the 470th MI Group, in a quest to repeat as MI Day champions.

This year's events (softball, 1-mile relay, 5-km run, basketball, volleyball and the tug-of-war) were open to all MI Day attendees and designed to show without a doubt, which team was superior.

Early morning showers tried to put a damper on the competition but by the time the two teams took to the softball field, the sun was bright and the determination and spirit on each side was clearly evident. The 29th MI BN (CEWI) left little doubt as to their intentions and won the first event (softball) 13-6.

Behind the bleachers of the softball field, the participants for the 5-km run, male and female, had assembled and begun stretching exercising in preparation for a grueling run. The gun was

sounded minutes afterward and the 2nd portion of the competition had begun. The hot Panama sun gave the runners trouble, but conditioning was the key to this event, and the 470th was more than ready. Crossing the finish line in order of appearance in the male category was CW2 Lionel Cantu, 1st Lt. William Printess and Col. Thomas Newell, all from the 470th. The winning time was 16:30. PFC Annette Campe gave the 470th victory in the female category. With each team splitting the first two events, attention turned to the 1-mile relay. The 29th MI proved to be more than ready for this event and easily won both the male and female category.

Meanwhile, over at the gym, the basketball game became ever important. A win by the 29th MI BN (CEWI) would put the 470th's back to the wall. A see-saw battle took place in the first half, with the 470th holding off several surges by the 29th MI. By the close of the game, the 470th had met the challenge and emerged victorious.

All was not over as two events remained to be played: volleyball

and the tug-of-war. As the volleyball games progressed, the 470th male team took an early lead and took the best two out of three. The 470th female team, in keeping with their male counterparts, easily defeated the 29th's female team. With the volleyball games completed, the scores remained close.

The winner of the final event, the tug-of-war, by either team would mean victory for the day. As the rules were explained by the officials, each team carefully positioned its members with the unit commanders at the first position. As the event started, the balance/strength of the 470th team proved overpowering and the 470th claimed the victory.

With the day's competition completed, the 29th MI Battalion had again fallen victim to the 470th MI GP as the 470th now leads the rivalry three to two. On hand to present the 5th Annual MI Day trophy to Col. Thomas K. Newell, Commander, 470th MI GP, was Maj. Gen. Fred F. Woerner, Commander, 193rd Infantry Brigade (Panama) and Lt. Col. Jerry C. Bradford, Commander of the 29th MI BN (CEWI).



At the 470th MIGP Change of Command, Maj. Gen. Harry E. Soyster presents the colors to Col. Thomas Newell. Left to right are Col. Michael Pheneger, Maj. Gen. Soyster, Col. Newell, and SMA Gaylon Bettis. (U.S. Army photo)

470th MIGP

Change of Command at the 470th

by 1st Lt. Peter Niccum

Maj. Gen. Harry E. Soyster, INSCOM Commander, accepted the colors from departing 470th Commander Col. Michael E. Pheneger, and passed them on to the incoming Commander, Col. Thomas K. Newell. In his remarks to the assembled soldiers and guests Maj. Gen. Soyster credited Col. Pheneger with initiating an amazing transformation of the 470th MI Group from a small, narrowly focused organization into a multidiscipline intelli-

gence organization capable of supporting the United States Southern Command throughout Latin America. Col. Newell pledged to continue the development of the Group and stressed that he would take care of the soldiers under his command.

Immediately following the Change of Command ceremony a reception was held. At the reception Col. Pheneger received an award from the Fuerzas de Defensa de Panama (Panama De-

fense Forces) in recognition of the close relationship and spirit of close cooperation that he had maintained between the PDF and U.S. Intelligence Agencies.

Pheneger moves on to a new assignment at Central Command, McDill AFB, FL.

Newell comes to the 470th Military Intelligence Group from a position as Senior Research Fellow at the Naval War College. He is accompanied by his wife Edie and two of their three children.



Leadership Reaction Course

by Sgt. Mark A. Simpson

Soldiers from Alpha and Delta Company of Field Station Kunia got a chance to get bruised, dirty, sweaty and downright tired recently as they tackled the 25th Infantry Division's Leadership Reaction Course (LRC).

The purpose of the course is to give soldiers an opportunity to react to certain environmental situations and lead soldiers to resolve problems in a tactical scenario, according to officials.

This is especially worthwhile to soldiers who work in a strategic environment, officials added. LRC offers soldiers an opportunity to practice directive leadership skills not often used in a strategic setting like the field station.

A soldier is assigned to a team consisting of an average of five personnel. The teams are assigned specific tasks at one of seventeen stations. Each station has an evaluator who graded each time on their performance. The grader was unable to assist the teams in any way while performing the tasks.

Upon arrival to a particular station, a team leader was designated. Once the timekeeper started the stop watch, the leader was responsible for the conduct, mission accomplishment, and overall performance of the squad.

That same squad leader was allowed to use any style of leadership best suited for the particular situation. Kunia's soldiers mixed both democratic and authoritarian styles in performing the tasks, according to observers. Obstacles at each station varied from climbing over a 50-gallon drum to scaling an eight-foot concrete partition.

"This is really a great opportunity to work as a team. While the

jobs we do at the tunnel are very important, I feel this kind of training allows us to fill a void that is made by working so many hours in the strategic environment at the field station. At LRC, we all get to work together in a hands-on situation where soldiers depend on their buddies to get the job done," 1st Sgt. Bobby Lawrence of Alpha Company commented.



Above: Alpha Company's Sp4 Larry Phillips (L) leads the way with Sp4 Edwin Santiago bringing up the rear during a simulated crossing over an enemy trap. (Photo by Sgt. Tim Pruitt)

Facing page: Top left: Sgt. Eraina Factory of Field Station Kunia simulates moving equipment over a stream as part of the Leadership Reaction Course on Schofield Barracks.

Top right: Delta Company takes to the air to cross an imaginary stream. In this photo, top left is Sp4 Craig Weinberger, with PFC Hoke Reed beginning the exercise. On the ground are (L to R) Alpha Company 1st Sgt. Bobby Lawrence, Sgt. Kathy Landis, and Sp4 Darren Gilbert of Delta Company.

Bottom: PFC Donald Collins (L) steadies the drum roll for PFC Philip Williams during another simulation. Both soldiers are assigned to Alpha Company, Field Station Kunia. (All photos are by Sgt. Tim Pruitt)

Soldiers who excelled

by SSgt. Vicki Ohmacht

The Support Technician of the Year, Operations Technician of the Year, and the Soldier of the Year for Field Station Kunia were announced recently.

Sgt. Bernadette Stack of HHC won the Operations Technician of the Year title, and Sgt. Donna Daugherty of the Support Detachment was named Support Technician of the Year. Sp4 Mirna Palomino of ITIC-PAC captured Soldier of the Year honors for the field station.

Palomino began competing "to progress, and gain knowledge," she said. "I wanted to learn more about the Army."

She says she concentrates on the Kunia Study Guide and 20 other references beginning a week before a board.

You can't memorize everything," she said. "You have to use your common sense, and base answers on your military experience and background.

"You also have to 'sell' yourself to the board. When you show that you are nervous, you are showing you don't have confidence in yourself," Palomino said. "I was even told that I was a little too confident. I base my confidence and my goals on improving myself every day and setting my goals high."

Palomino was born and raised in Ponce, Puerto Rico, and attended college in New Jersey for two years. She earned an associate's degree in communications before entering the Army on the delayed entry program in 1982.

"I joined for the experience, and to see the world. I wanted to change," she said.

Palomino recently extended for a specific military occupational specialty under the bonus Extension and Retraining (BEAR) program. Her hobbies include ceramics, dancing, music and drawing. She also has a son, 14-month-old Sean Richard.

Palomino advises other soldiers to "go in front of as many boards as possible. Don't expect to know it all, but be able to tell the board members where you would look for any information you don't know.

"And look your best," she went on to say. "A lot of points are given for appearance and bearing."

Palomino is planning a career in the military.

"I do like the Army. I'm looking forward to being a noncommissioned officer and holding leadership positions. The Army gives you an opportunity to grow, and I enjoy the direct contact with my peers," she said.

OPS Tech credits peers

The Operations Technician of the Year credits her peers for her title. Sgt. Bernadette Stack is the first soldier to win her title here.

"Everything I do is a reflection of the quality of my co-workers' work. I wouldn't have a job without them. They are helpful, supportive and they do a good job," she said.

Stack has been in the service for three-and-a-half years, and has spent 18 months in training at the Defense Language Institute and at Goodfellow Air Force Base in Texas. She attended basic training at Fort Leonard Wood, Mo.

Stack will finish her master's degree in Human Resources Administration in 1986, and is undecided on a military career at this time.

Support Tech 'likes working with people'

The Support Technician of the Year has made up her mind about her career—at least for the next three years. Sgt. Donna Daugherty reenlisted recently in ceremonies on the Arizona Memorial and hopes someday to become a drill sergeant.

"I like to work with people and help them," the 22-year-old said. Daugherty is the awards and decorations specialist for the field station; she also developed the suggestions program she now supervises. She said she was "surprised" when she was named Support Technician of the Year.

"I feel like I can really go somewhere with my military career now. I know I can make it in the military," she said. "It proved to me that the command recognized the time and effort I put into both programs."



Sp4 Mirna Palomino

Born in Jersey City, N.J., Daugherty grew up in North Bergen and attended high school there. After graduation, she entered the service and attended basic and advanced individual training at Fort Jackson, S.C. After hometown recruiting and a stint

as an administration specialist at the Chaplain's School at Fort Monmouth, N.J., she was assigned here in 1983. Daugherty enjoys cooking and reading, and attends classes through Hawaii Pacific College on Schofield Barracks.



Sp5 D'Jaris A. Keith

Tribute to a leader

Sp5 D'Jaris A. Keith was more than just an Administrative Specialist when she came into the unit. She arrived technically and tactically proficient; she knew her job and how to employ her many skills. In time, and during the course of her tour of duty, she became what she sought to be—"Clearly the best," and all of us at the 470th Military Intelligence Group knew it. This is the story of quiet, yet strong leadership, for Sp5 Keith was a leader by everyone's standards.

During the time period January to May 1985 and well before that, Sp5 Keith demonstrated superior performance in the execution of all her duties. Moreover, she demonstrated on more than one occasion, those admirable qualities one looks for in superior soldiers; confidence in her ability to perform, ability to communicate clearly and effectively, a willingness to make timely decisions and the courage and character to

stand by them. All attributes of a leader.

The type of quiet leadership she exhibited during this time was reflected in the amount of hard work she contributed to the S-1 Staff Section where she worked. Through her efforts and those of her co-workers whom she inspired, the complete revitalization of the office was accomplished, which in turn contributed greatly to the overall success enjoyed by the unit during 1985. She demonstrated the leadership qualities of *Be, Know, and Do* by her actions.

Her sparkling personality was perhaps her greatest asset. The enthusiasm she projected on or off the job influenced everyone around her in a positive manner. Enthusiasm has been defined as "that dynamic quality which certain people seem to radiate, which stems from having a positive mental attitude (PMA) and which makes them valuable to the unit or organization."

She personified this quality as she was enthusiastic about everybody and everything she came in contact with. She overflowed with a sheer delight for living and everyday took the time to greet everyone in a loving and cheerful manner. Her genuine concern for people's well being demonstrated leadership that cares.

She was one who believed in the principle of leadership by example, a fact respected by her peers and subordinates, who appreciated this trait. She was known to tackle the hardest jobs through the skillful use of personal initiative. A self-starter, she sought greater responsibility within her job as administrative specialist/NCO and handled it well, always taking the time to show someone how to do a task better and making herself available to provide assistance when needed. She demonstrated exceptional prowess in planning, coordinating, and supervising

special projects. Her dedication to "getting the job right the first time" contributed immensely to the timely output of work product and improved the ability of the Group S-1 section to accomplish its mission. Her skillful application of innovation resulted in the streamlining of various procedures in the office, making it more responsive as well as more productive.

Being a relatively young NCO, she had the ability to motivate her fellow soldiers and co-workers, thereby creating a climate where she demanded high quality standards for herself and others. Her uncompromised sense of personal values and professional ethics were amply demonstrated time and again. Her willingness to work with others to assist them to raise their standards and her eagerness to share her knowledge and experience made her stand out "heads above the rest." In this respect she became a "standard-bearer," for she set the example. Within her staff section, she became the model soldier, that rare individual who serves as an inspiration to peers and subordinates alike.

Was she perfect? Of course not. No one ever is, but she was the consummate professional, the type of soldier who is a pleasure to serve with. One who exudes confidence in herself and lives by her principles and sense of values. This is the mark of a true leader, one who makes a difference.

During her brief tour in Panama, Sp5 Keith exhibited personal growth as a leader, such that she had become a key player in the S-1 Staff Section of the 470th Military Intelligence Group. Her tragic death on May 22, 1985 cut short a promising career, but left an indelible mark in the institutional history of the unit. Within the office where she worked, her presence is still missed. She may be gone to us, but she is not forgotten, for the memory of her and her personal influence remains to inspire those who knew her best to greater challenges and accomplishments.



Sgt. Milton Gardner, Sr.

Winner in contest

by Beverly Merrill

First place in the Creative Effects Category of the 1985 Army Photography Contest was awarded to Sgt. Milton Gardner, Sr. by the Department of the Army. He will receive a \$200 savings bond.

Sgt. Gardner is NCOIC and senior lab technician at INSCOM's Photographic Lab at Arlington Hall Station. He supervises the lab and operates automated photographic equipment to produce intelligence products. He has been with INSCOM for one year. Prior to INSCOM, he was stationed at the US Army Recruiting Support Center, Cameron Station, Virginia. Sgt. Gardner received his training from the Winona School of Professional Photography at Des Plaines, Illinois. He also attended the Photographic Specialist Course at

Lawrey Air Force Base in Denver.

The winning photograph, "Independence II," depicts the Washington Monument during a display of aerial fireworks on July 4, 1985. Sgt. Gardner used a Mamiya RB67 camera with a 250mm lens. There were five multiple time exposures taken on one frame of Kodak Vericolor II Type L film.

Sgt. Gardner competed with almost 600 finalists in all categories of the contest. It was judged at Fort Monmouth, New Jersey in October 1985. Entries were judged by George Tice, professional photographer, Guggenheim Fellow, and instructor at New School, NYC; Virginia Beahan, teacher at Philadelphia College of Art; and Jeff Newman, teacher at Morris County College.

INSCOM Information Management Conference

Under the auspices of the INSCOM Deputy Chief of Staff for Information Management (DCSIM), the first annual worldwide INSCOM Information Management Conference was held on January 14-16, 1986.

On May 1, 1985, the DCSIM consolidated the five information management areas of automation, audiovisual, telecommunications, records management, and publications and printing. This staff reorganization and consolidation of functional areas emulated the formation of the ACSIM at Headquarters DA level.

According to Col. William R. Barnes, the DCSIM, the conference was designed to provide attendees "with our best expertise in a wide range of subject matter and to facilitate an exchange of knowledge." The 150 attendees from the INSCOM headquarters, field stations, MI groups, and other members of the intelligence community convened for three days. They not only heard from members of the DCSIM staff, but also received informative presentations by Lt. Col. Albert Warburton and Mr. Gene Kenner of Deputy Chief of Staff Plans, Programs and Modernization, Ms. Janice Terrell of Deputy Chief

by Lt. Col. Stephen Weisel

of Staff, Resource Management, Mr. Gene Schreifels, DCS Logistics, Maj. Jesse Parron, Special Security Group, and Mr. Larry Holt, Field Station Kunia.

The group was formally welcomed by INSCOM Commander, Maj. Gen. Harry E. Soyster who discussed the evolution of the information field and the importance of the role of professional information personnel in the intelligence community. A particular highlight of the session was the presence of Lt. Gen. David Doyle, the HQ DA Assistant Chief of Staff for Information Management (ACSIM), as a guest speaker on the second day of the conference. In addition to informative comments on the direction the Army is taking in the information field, Gen. Doyle's presence affirmed the importance and potential value of such a conference.

The agenda included several sessions in the automation and telecommunications areas, and smaller, but equally educational, exposure to the other IMA areas. For more than the first day and a half, all attendees were together for sessions of general interest. Presentations by Mr. Jim Patton,

ADCSIM-Automation, and Mr. Robert Anderson, ADCSIM-Telecommunications, on security arena topics drew lively audience interest.

In order to address specific concerns related to field stations and those of other MI attendees, two simultaneous sessions were held. The former was led by Mr. Frank Eaton (ADCSIM-TEL) and Ms. Marianne Cranshaw (ADCSIM-AUT), and the latter by Ms. Foye Brewer and Mr. Walter Probst, both of ADCSIM-AUT. On Thursday when the conference was re-assembled, SSgt. Dan Hurd and Mr. Benjamin Brunson of the Automated Systems Activity (ASA) gave a presentation on the Agency Standard Terminal Workstation (ASTW), followed by an ASTW workshop the next day. That morning, presentations were made by Capt. David Thoreson (ADCSIM-TEL) on networking, and by SFC Frank Camarillo and Mrs. Pat Hudson (ADCSIM-Information Services on the Audio Visual Program and Micro-Graphics. From Thursday midmorning until the last hour of the conference, two sessions were again held simultaneously. One was specifically oriented on telecommunications, the other on

automation. Of particular note was the interest generated by Mr. Mike Falat and Ms. Lynn Schnurr, ADCSIM-IS, on the Information Center and available PC software. This took place during the session geared toward automators. The session oriented on communicators proved equally successful.

The conference participants overwhelmingly agreed that it was highly effective and beneficial for attendees at all levels. Lt. Kenneth Taylor, 513th Military Intelligence Group (Fort Monmouth, N.J.), said, "The conference was very informative and gave subordinate INSCOM elements a chance to interact with one another."

Simultaneously, Col. Edward Doyle, Deputy Commander of the 66th MI Group (Munich, West Germany), felt that the conference was "extremely educational and helpful to me as a manager."

Maj. Frank West, FS Berlin, characterized the agenda as "good: well-rounded and well thought out."

At the conference, Col. Barnes awarded the Army Achievement Medal to Maj. Henry R. Canciglia and Capt. Clinert R. Staples, and at a later date to MSgt. Richard T. Wons, for their efforts as principals in pulling together a wide range of contributors. Mr. Harvey Guess also received formal recognition.

The conference was a good way to meet INSCOM information management personnel from around the world, and all the attendees declared the event a huge success.



Lt. Gen. David Doyle, HQDA ACSIM, in discussion with key members of INSCOM staff. Left to right are Col. Alan Byrne (ADCSIM-IS), Mr. Edwin Speakman (INSCOM Scientific Advisor), Lt. Gen. Doyle, and Col. William Barnes (DCSIM).



Col. William Barnes presents the Army Achievement Medal to Maj. Hank Canciglia. (Both photos by U.S. Army)



Sgt. Michael J. Vavak

Berlin is winner of third SOY

by Dick Holk

His face showed all the pride of a father as he wiped the corner of his eye. Joseph watched his son, smiling. His camera flashed to get a picture of the 21-year-old, almost hidden by a two-foot wood and brass trophy.

"I've been proud of his achievements. I've followed him closely," Wilson Joseph Vavak said quietly. "But, this is the crowning thing. I hope he doesn't look on this as the end of a goal. I hope he looks on this as a light that will be a beacon toward higher quality goals."

Six time zones away behind The Wall, his son's friends were talking about the young man, too—not as quietly. The phone

call had been a long time coming. Finally, they knew what many had only dreamed. Their fellow soldier was the *best*—the INSCOM Soldier of the Year. The soldiers of Field Station Berlin were celebrating.

Sgt. Michael J. Vavak shifted the weight of his trophy. And smiled. The honor was his, and he could have bragged. But he didn't.

"All the thanks have to go to the soldiers of Berlin. They all stand behind the one who's going to the Soldier of the Year competition," the younger Vavak said. "Each one of them has heard my speech half a dozen times. I want them to know I really appreciate

their efforts.

INSCOM's 1985 Soldier of the Year board was in early October during the Sergeants Major Conference at Arlington Hall Station. It wasn't an easy job for the seven command sergeants major from Europe, the Far East, and the Americas. All they had to do was pick the best of the best. There could be no losers.

When the board finished, the day belonged to the soldiers of Field Station Berlin. For the third year in a row, one of their own was carrying the trophy home.

Sgt. Vavak's road to the Hall was a long one. In countless hundreds of hours of getting ready, he often stayed up late, studying

dozens of manuals and books by the light of a small lamp until he fell asleep.

His first win was as Soldier of the Month for Field Station Berlin. "I was really excited [to win in Berlin]. I didn't expect it to go this far."

What was he thinking after hearing he'd won? "Perhaps realizing that all the work was finished. It was a relief to be chosen as a winner and know that everything paid off in the end," Sgt. Vavak said. He was visibly proud to have his father with him for the ceremony.

The Vavaks shared the spotlight with two runners-up in this year's competition: Sp4 Jeffrey Dreier of the 500th Military Intelligence Group represented Pacific-area units. Sp4 Robert M. Brugman of the 513th Military Intelligence Group represented units in the Americas.

The runners-up received plaques and a certificate of achievement from Maj. Gen. Harry E. Soyster, INSCOM's commanding general, and the 1984 SOY, Sgt. Louise A. Montgomery, also of Field Station Berlin.

In the certificates, Maj. Gen. Soyster said Specialists Dreier and Brugman "eminently typified the highest caliber of soldier through his desire, professional approach and pride of appearance. His leadership ability and knowledge of basic soldiering were truly excellent. [He] has set the example of an outstanding soldier."

In addition to the trophy and a Department of the Army Certificate of Achievement from Maj. Gen. Soyster, Sgt. Vavak received a \$1,000 U.S. Savings Bond and a Class A uniform from the Army and Air Force Exchange Service.

Command Sergeant Major Sammy D. Wise began the INSCOM Soldier of the Year competition in 1982 when he decided to start a program to find the best of INSCOM's best.

Previous winners were Sgt. Richard W. Rinehart from Field Station San Antonio in 1982; Sgt. Richard L. Kinney from Field Station Berlin in 1983; and Sgt. Louise A. Montgomery in 1984.

Sgt. Stephen Coyle

Wins degree from university

At Vint Hill Farms Station in Virginia, Sgt. Stephen Coyle, 166th Military Intelligence Company, earned a Bachelor of Science Degree in Business Administration from the University of Kentucky.

Many people may ask: What's so significant about Coyle's degree? A lot of people have a college degree. The difference is that Coyle completed his degree through correspondence courses.

The Defense Activity for Non-Traditional Education Support (DANTES) program at the Education Center has a variety of educational programs geared to suit each individual's requirements. Correspondence courses that are offered through selected colleges is one of them.

When Coyle arrived here, he needed four courses to complete a BS Degree. He had been attending the University of Kentucky and decided that he would like to graduate from there. According to Coyle, he was lucky; the University of Kentucky offered the courses he needed through correspondence courses.

The Education Center is the link to completing educational goals through correspondence courses. There is a list of the participating colleges there.

The counselors there will assist in filling out an application to send to the college of your choice, Coyle said. Correspondence courses are an excellent way to complete a degree if you only need a few courses, according to Joan Butterfield, a counselor at the Education Center. But, she added, they're not the answer for everyone. You must pay for each course and successfully complete it before you can be reimbursed from the government. Each course averages between \$150 and \$200. Many soldiers can't afford to pay that much money, especially E-1s through E-4s, Butterfield stated.

Coyle says paying first gives you more of an incentive to complete the course with a passing grade. If you drop out or fail, you can't get reimbursed.

Even if you decide that correspondence courses are not for you, Coyle added, the Education Center here has excellent counselors that are more than willing to help you obtain your educational goals.

"Because Vint Hill isn't as large as many posts, the counselors are able to spend more time with you and help plan the best way for you to obtain your educational goals," he stated.

Major accepts challenges

"While in the air, looking down at humanity, I get the feeling of being master," said Waltress.

When first meeting Maj. James R. Waltress III, Organizational Effectiveness Staff Officer at Vint Hill Farms Station, one does not become aware of his physical characteristics as much as his overwhelming zest for the challenges that life may toss his way. His personality completely dominates your curiosity.

His philosophy is that the time we are given is too valuable to waste being depressed or worried about life's everyday occurrences.

"Maj. Waltress is cut from a different mold and because of that he has defied the odds of being a success in the military," said Capt. Robert J. Laver, Director of the Directorate of Personnel and Administration. "He is unique even for an organizational effectiveness type," he added.

One of his duties as an Organizational Effectiveness Officer, Waltress said, is to brief Post Commander Col. Leland J. Holland on the human impact of policies, procedures, traffic problems, office layouts, and managing resources.

"Maj. Waltress is a very likable individual who creates motivation in the people who come into contact with him," said SFC Kenneth

W. Becker, non-commissioned officer in charge of DPERSA.

The 37-year-old has a personality that belies his age. There is always a smile in his light-green eyes, but if he's pushed too far, Waltress said he can transform from an easy-going person into one who can push his weight around, if necessary."

The 5-foot-11-inch, 180-pounder can be seen jogging around Vint Hill during the lunch hour, five days a week. Waltress said that he runs because he has used and abused his body for 35 years and running makes him feel better.

Waltress and his wife, Lee, have three sons—James Robert (Robin) IV, 15; Jonathan, 12; and William Collin, 10.

Waltress has two serious hobbies. One is the "reward to the master who can tame the laws of aerodynamics" and the second is writing novels in his spare time.

He owns a 1946 Aeronica Champion (Champ) airplane. Lee calls the Champ 'The Flying Toothpick' because it is constructed of wood and fabric. The Champ has no electrical system; hence it has no starter and must be handpropped by a wooden propeller.

"While in the air, looking down

at humanity, I get the feeling of being master," Waltress said. The Tupelo, Miss, native started sky diving in 1972 but found that sport too dangerous and began taking pilot lessons. He became fascinated with flying and received his pilot's license in June 1980. The Champ was bought for convenience, said Waltress. "I got tired of flying another person's plane and sometimes when I'd try to rent one, none would be available," he said. "It seemed like a sensible thing to do and besides, I wanted it," he added.

Waltress is not the only member of his family with a passion for airplanes. "Robin and Jonathan are both good pilots and Collin enjoys designing his own types of planes at home, both models and on paper," he said. "I can't convince Lee that it's a lot of fun," he said; "She says, 'No way'."

Although flying is relaxing to Waltress, his other hobby, writing, is sometimes frustrating to him. "I fly every chance I get but writing novels is different because sometimes it's hard to think of what I want to say," he said. "Writing seemed like fun when I first tried it two years ago," he added. He began writing when

the American Society of Military Comptrollers asked him to write an article for the Vanguard, the post newspaper. Since then, he has attempted to write six novels but hasn't finished any of them yet. "I'm a born procrastinator," Waltress said, "Maybe one day I'll get them finished, but who knows."

Owning a Bachelor of Science Degree in Education, the vibrant eccentric is presently taking a course through the Army Officer Effectiveness School.

Waltress, with 17 years in the Army, said he enlisted because he

had a choice; to be drafted or to enlist. "The difference back then between drafting and enlisting was going where the fighting was or sitting behind a desk," he explained.

His tour stations include Zweibrucken, Germany; the U.S. Army Transportation Group in London, England; Fort Sill, Okla.

for the Artillery Course which Waltress said left him "a little hard of hearing"; Fort Bragg, N.C.; and the 3rd Infantry Division in Schweinfurt, Germany.

Stationed at Vint Hill since 1982, Waltress said his plans for the future are to retire from the Army and become an organizational development consultant.

His philosophy is that the time we are given is too valuable to waste being depressed or worried about life's everyday occurrences.

A "star" is born

by SSgt. Dan L. Hassett

A member of the 66th MI Group family will soon be a movie "star."

Second Lieutenant Thomas R. Dulin of the Group's Readiness Division has been picked to play the part of a World-War-II-era corporal in *War and Remembrance*, the sequel to the television miniseries *Winds of War*. Both are based on books by well-known author Herman Wouk.

Winds of War traced the story of a fictitious family just before World War II and during its beginnings; *War and Remembrance* continues with the war and its aftermath.

Dulin will be making his acting debut during early March in Zagreb, Yugoslavia, where some scenes of the eight-part, 30-hour miniseries are being filmed by ABC Television. The series will be broadcast in the United States in 1987.

The lieutenant, who will take regular leave for the filming, admits that his role is small and is not a speaking part, but he said it "boosts the hell out of my ego" to be chosen over seven others who



were competing for the part.

Dulin said his previous acting experience consisted only of "bit parts in bit plays" in elementary school and college. Acting appeals to him. He said with a laugh, "It's an easy way to make lots of money; it's fun work. You do little and make lots!" Another Munich-based person will be playing in the same scenes with

Dulin. Victor Thompson, an employee of AAFES-Europe, was chosen to play the part of sergeant over three other contenders.

The scenes involving the Munich duo start with an infantry company on night patrol in Germany late in World War II, when the German Army was fast retreating. An officer leading the patrol spots a large black shape in the darkness and directs his sergeant to take a squad to investigate.

The sergeant takes his men forward and finds a rail car filled with emaciated bodies. Hearing a moan, the troops dig through the bodies and find one of the movie's heroines, Natalie Jastrow, played by actress Jane Seymour, barely alive.

Earlier, under the suggestion of Col. Edward J. Doyle Jr., Deputy Commander of the 66th MIGP, Dulin contacted retired Lt. Col. Sam McGill, a Munich resident serving as technical representative for the series.

Dulin was notified on February 4 of his selection. He will receive an amount of money and an all-expense-paid trip to Yugoslavia.

To soldiers, a message from Rodden

by Rick Bretz

After quitting college, where he was majoring in engineering, and joining the Army 27-and-a-half years ago, Sgt. Maj. William Charles Rodden wanted to leave a message to soldiers who think they are approaching the burning crossroads.

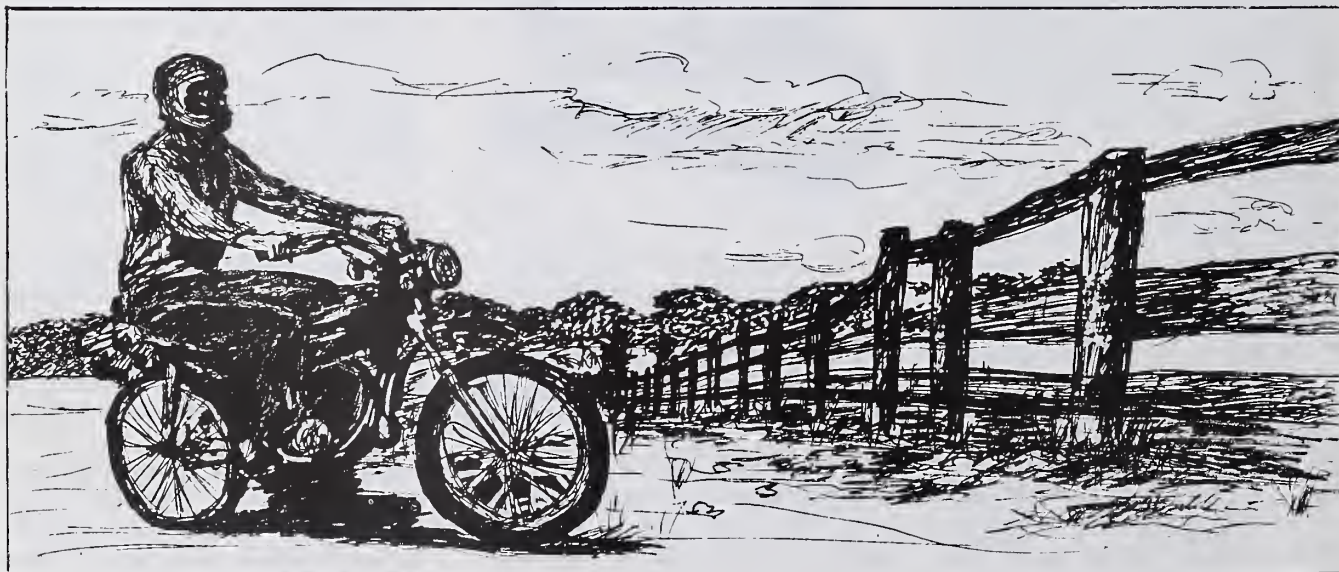
At Fort Huachuca, the retiring Directorate of Training and Doctrine sergeant major likes to explain the story this way. "One day in the middle of chaos and confusion," he said, "you are going to look around to see who is in charge; and it's going to be

you. You are now at the burning crossroads. Based upon your experience and education, you will then succeed or fail. You will have to make a quick decision and you will not have time to look for the answer in a book."

Perhaps that reasoning is why Sgt. Maj. Rodden has, admittedly, been a little overzealous in his pursuit of knowledge. "Not too many career enlisted people in the military possess one master's degree and have almost enough credits for another one," said Rodden.

His list of educational accomplishments range from a master's degree in business administration to his certification as a qualified motorcycle safety instructor. He has an associate's degree in general studies from New York Regents, a Bachelor of Arts in Business from the University of Maryland, and is working on a master's in teaching with a major in secondary education.

In July 1958, Rodden, then a college student, realized that the field of engineering wasn't the goal he wanted. "I didn't like





Sgt. Maj. William Charles Rodden sits on his Kawasaki 750 motorcycle.

mathematics," he said. He decided to leave college and join the Army; the Army assigned him to the Army Security Agency.

During his assignments in Germany and Vietnam, and throughout his career, Rodden made it his business to—well, know his business. Most of the time that meant attending classes while his family had fun without him.

"It's something that your family has to buy into," Rodden said, referring to college. "I can remember a lot of times when I would go to class with brief case in hand while my family participated in Halloween trick-or-treat or other fun activities.

The Army doesn't make it hard to go to college. There are obstacles, of course, just like in the civilian world," he said. "It is always easier not to go to college than it is to make the effort and attend. It's easier not to go after your goals, than it is to pursue them."

Rodden stated that not everyone needs a master's degree.

"However, I can think of nothing worse than sitting in front of a television and drinking beer, night after night," he said.

Rodden, who rides a Kawasaki 750 motorcycle on post, feels that there are two kinds of job experiences. "There is the guy with one year of experience, 20 times over. Then," he continues, "there's the valuable person with twenty years of experience."

"There are always obstacles in your way; they're always there," commented Rodden. "You either get rid of them, or learn to deal with them."

To illustrate how he removes obstacles, during 1970 to 1972, Rodden was responsible for holding classes for members of the Royal Thai Army. He didn't know the Thai language, and there wasn't time for him to attend the Defense Language Institute. So, to meet the challenge, Rodden enrolled in the University of Maryland, taking four semesters of the Thai language.

He said, "The best place to learn anything is from someone

who does it professionally, not from your best friend down the street. A lot of the trouble in the world can be traced to learning things incorrectly."

He said, "I have two important statements to make to the non-commissioned officers in the military. The first one is to prepare yourself to be in charge. Be technically and tactically proficient, because you will come to the burning crossroads; and, secondly, solicit ideas from your subordinates. They really have good ideas. As a leader, if you fail to pool the knowledge from everyone within your realm of responsibility, then you are limiting yourself."

Sgt. Maj. William Charles Rodden has successfully met many challenges in his military career. When he retired from the military this past December, he entered into another world where the challenges will be just as great, and just as demanding. With his determination, he will meet those challenges, and meet them successfully.

This was a Guard Post at Vint Hill Farms Station in early 1942. (U.S. Army photo)



Third battle of Manassas

by Diane L. Hamm

We have all been educated in the history of the two significant battles of Manassas during the Civil War. Well, there was also a third fought on nearby Virginia soil. This particular battle took place during the establishment of the Signal Security Agency's school at Vint Hill Farms Station in the time of the Second World War. The unofficial history of this battle was recorded by its participants, the first group of officers and enlisted men of VHFS.

The history opens at the time of the school's move from Fort Monmouth, New Jersey, on October 5, 1942. Approximately 42 of-

ficers and 239 enlisted men were transferred to Vint Hill Farms Station. The grounds had not yet been broken for the school buildings and only three prefabricated barracks had been completed to add to the already existing farm house and barn.

There were no utilities other than a few feeble electric lights and a two-ton fire cart which was left behind by the Confederate Army. After the shock of "moving in," Company A realized they were totally unprepared for the battlefields of Manassas.

Upon the arrival of the convoy at the post, there remained the

"Great Trek" to the new quarters. Three large, unhappy platoons were lined up by the sergeant who helped things along by remarking, "I shore pity you pore fellers whut's gotta go 'way the hell over thar in the woods t'sleep." It was pitch dark by then and the men, having been warned about large holes, fell in the unmarked openings nevertheless.

The march seemed infinite, although it was actually less than a mile. The men groped along in the forest guided entirely by the squish of the leading elements. The road seemed to weave alter-

nately through swamps and quarries and everywhere there were ditches, ditches, ditches. The uncharted maze of trenches, later used to lay sewer and water pipes, took its toll. Finally, they arrived and found (1) the prefabricated barracks, (2) a sputtering Delco power generator, and (3) a one-holer.

Crawling into the old-fashioned, white-enameled iron beds, the new arrivals heard the sergeant blow his whistle just before he turned off the Delco. In the darkness, they lay awake listening to the sound of ghostly rifle fire, as if the boys in gray were once more dishing it out to the boys in blue over at Bull Run; but it was only the pop-pop-pop of acorns bouncing off the roofs.

It was generally cold, dark, and rainy, and the muddy trenches thrived on the innocent soldiers. And because no latrine had been completed upon their arrival, the Pepsi-Cola Canteen in Washington, D.C., did a rush business with weekend showers.

The inadequacy of the temporary classroom space provided in the barn necessitated scheduling two four-hour shifts. The administration was placed downstairs while the rest of the overhead was stuck in the attic which had few windows, little light, and *no* heat. By the end of the year, the physical location of the school was moved into the company area and administration set up shop in the "big house." A combination of mess hall and barracks became the only classroom facilities available, pending completion of the school building.

As the chill blasts of winter set in, the main problem concerned heat, or the lack of it. In the classrooms, both academic progress and the temperature neared zero; the soldiers huddled around the stoves and worked in overcoats and gloves as icicles formed *inside* the building. Except for grates that fell out whenever shaken, radiators that were two sizes too small, and pipes unprotected from the weather, the heating system was in good condition.

Cold days also bred disease.

One after the other, soldiers in the barracks came down with measles or allied bugs that led to bigger quarantines. Finally, the whole Post was put in quarantine based on the principle that contact was dangerous in training activities but harmless while on detail.

The immediate ambition of every student was to get in one day a week of school. Life was mostly detail—chopping trees, digging post holes, laying sidewalks, and cleaning the (outdoor) latrines. Those who goofed off got a week's KP—which was in many ways a relief.

Inspections were frequent. On Saturdays, the inspection party followed a transposed route among the barracks in an attempt to catch the boys warming their hands around the stoves instead of standing by their bunks—the "hit-em-where-they-ain't-looking" strategy. In particular were the no-haircut gig when the barber shortage was acute; the "dust in ear" gig—lint from an old towel; and the upper-bunk gig where one could get an eye-level view of the wrinkles in the bottom sheet. There were also a few food gigs

where the food was eaten and a gig-slip left in gratitude.

There came a time, a critical time, where honor and security hung in the balance. Supplies went through such a phase in the earlier days when things were more exposed. It happened in the tissue or "music roll" department. Rules and regulations had such an item measured to the men: 14 sheets per man per day. It may have been the cold or the fear of accumulating extraneous matters that promoted each person to arrange a three-inch paper cushion around the circular seat. This practice brought on a terrific shortage which brought on a crisis which brought on a reveille announcement, as follows:

"It has been observed that there is an excessive waste of tissue causing the supply to run exceedingly lean. Twenty-four thousand sheets a week is entirely too much and this waste has GOT to stop! Tissue is rationed; and if you want to have to use magazines and newspapers and leaves, keep on wasting it! From now on, until there is improvement, a member of the supply staff will be



This was the school building on Vint Hill Farms Station before it was remodeled in the early 1940s.

stationed in the latrine and will issue fourteen sheets per man—and no more. . . . I try to be reasonable, but . . .” (portion deleted). Twenty-four THOUSAND sheets a week!!! I ask you: What else can I do???”

While the company officers and sergeants issued the communiques, the CQ entered all the messages and phone calls of an official or otherwise important nature in the log. Obviously in a company like this, the CQ exercised a little discretion lest the keeping of the log monopolized his time at the expense of more important functions. The following excerpts are from the 1943 CQ log:

- 1800 Cpl. _____ reported back from Ft Belvoir. During his absence, his sheets and pillow cases were removed and filthy ones substituted. Sgt. _____ not available. Tough . . .
- 1800 Announced at chow that any man in 3d Service Command who had been bitten by a dog on March

30 must report to the Orderly Room . . .

- 0300 Fireguard awakened the CG to report that the men in tent #30 were wearing gas masks because of dirty stove pipe. Got men out of bed, had them remove and replace masks and directed stove cleaning operations.
- 0540 Operator phoned to say that _____ had called and stated that he fell asleep on the bus back from Washington and had landed in Culpepper. Will arrive back in Warrenton about 0900.

As the second year of the Third Battle of Manassas drew to a close, Vint Hill Farms began to take shape. Although it still rained at Vint Hill, it didn't matter for there were a few paved roads and enough buildings available to house and train students on a single shift schedule. Thousands of hours of detail had made the company a better place to live in. "Goldbrick Park," quoit facilities, basketball, volleyball,

and badminton courts were included in the recreational facilities. (The last item reflects a sports preference poll taken to determine expenditures from the company fund. Probably no other outfit in the Army would have noted badminton second only to basketball.) The days of suffering had passed.

If the attempt of this article to recapture the spirit of those first two years at Vint Hill appears to be only a conglomeration of episodes, remember that life was like that. Company "A" was an unusual group; so was the camp, the training, and the circumstances under which it was conducted. (Where else would you find a fireman reading *The Philosophy of Confucious* in his spare time?) Like all records, it is inferior to the events themselves; yet this very rummaging of our records kept alive the half-forgotten incidents that are too priceless to forget.

(Extracted and condensed from the 1944 Vint Hill Farms Station's *The Third Battle of Manassas: A Unit History of Company A (Provisional)*.)

Organizational survival: a guide for "hanging in there"

by Dennis Kowal, Ph.D.,
Command Psychologist

Peter Drucker has acknowledged that this century is characterized by uncertainty and discontinuity. Others have simply identified it as the "age of anxiety" that takes its toll upon our employees' health and organizational effectiveness. The symptoms may range from apprehension, conflict, and other inappropriate responses to stress, such as paranoia, manipulation, and self-destructive behavior.

Like people, organizations can suffer from various disturbances that may manifest themselves in a variety of ways. However, it must be kept in mind that

the psychological illnesses in organizations usually manifest themselves through a number of key individuals who act as *carriers* for the disease. Often, such carriers are those who make major decisions or shape the way the organization does business, but they can be anyone. The point is that carriers affect the physical and emotional health of employees and remain one of the major factors interfering with an organization's ability to function effectively.

Different individuals in an organization often get caught in emotional traps and act in ways that de-

feat the very things they are trying to achieve. These carriers manifest symptoms in departments, divisions, or organizations as a whole. But there is a second type of individual in this environment, the *survivor*. Before we learn how to be a survivor, let us look at the carriers of organizational problems.

Carriers are those individuals who tend to introduce their *personal* problems into the organization as *personnel* problems. As long as they can point an accusing finger at their job, other employees or something else, they don't have to look into their own psychological mirror to find the cause of their problem. But let us look into the mirror to see if we recognize any of these dysfunctional behaviors.

HALL OF MIRRORS

The Attention Getter

For these individuals, getting attention is not only nice, but it's a necessity if they are to ward off the symptoms of depression or anxiety they constantly feel. These individuals have developed a large set of attention-getting techniques, in order to meet their emotional needs.

The attention getter uses many techniques for his purposes. The attention getter may brag about his accomplishments and may even stretch the truth a little. He emphasizes his contribution to successful jobs and ignores the work of others. He speaks in a loud voice so that others are forced to hear his conversation. When someone else makes a remark, he attempts to do them one better, all in an effort to be seen as competent or intelligent.

If positive techniques do not work, the attention getter will elicit negative attention-getting techniques. He arrives late for work or meetings. He interrupts others by continually talking on the phone. He asks unnecessary questions or makes intrusive remarks. He may disagree with every plan of action proposed by others in the group.

The Manipulator

The manipulator's entire sense of self-esteem depends on his or her achievement each day. He believes that if he can make GS-12 or lieutenant colonel by age 35, or GS-14 or colonel by age 40, then he is a worthwhile human being. But because he has also realized that competence and hard work are no guarantee of getting ahead, the manipulator may participate in destructive behaviors.

The manipulator sabotages the competition using the rationalization that everyone has to take care of himself first. He stabs co-workers in the back by publicly pointing out their weaknesses, creating or augmenting vicious rumors, and withholding information that would be helpful to them.

The manipulator exploits and manipulates others, but he especially endears himself to those who are



perceived as being able to do the most for him. When he has gotten what he wants, he discards those persons.

The manipulator is dishonest using the rationalization that what others don't know can't hurt them. He is capable of telling outright lies to either enhance his image or avoid the negative consequences of his behavior. He breaks the rules of the work place using the rationalization that it's the results that count. He circumvents organizational guidelines, inappropriately bends rules to meet his needs, and sees this as expeditious, not unethical or immoral.

Atila the Hun

Atila secretly believes that he or she can out-think, out-shoot, and outwit the best of them. He sees others as either strong or weak and then challenges the former and belittles the latter. As one of the strong people, he pushes himself, as well as others, unmercifully, often working 60-hour weeks. He views the need to relax and enjoy life as a sign of weakness or lack of commitment.



Atilla perceives emotion and its expression as an unnecessary encumbrance and a waste of time and energy. He only allows himself frustration (when someone stands in the way of his bulldozer) and hostility (when he doesn't get things done because of other's incompetence). All other feelings of warmth, compassion and joy have been plowed under for so long that they don't exist.

Atilla typically possesses a certain way of thinking. He views co-workers as clock-watchers and communicates this with his look of disgust when they leave work on time or makes remarks such as, "Are you leaving already?" He is proud that he has never taken a full vacation, and returned to work on the afternoon of his wife's funeral. He can't understand why a woman has to "get herself pregnant" in the middle of an important project.

The Martinet

Because the martinet feels that he or she has always been under someone else's control (the control could have been that of their parents, spouse, or a

boss), a deep-seated resentment will almost always surface at the slightest hint that someone is attempting to gain control of him. He develops a never-again mentality toward anyone ever controlling him. This mind set causes him to be hypersensitive to being told how to act or what to do. He comes to work with a chip on his shoulder that invariably gets knocked off. He tends to misinterpret suggestions as orders and challenges to his intelligence and self-worth.

Consequently, the martinet's reactions are over-reactions. He ignores suggestions from peers and when supervisors provide direction, he bites his tongue and over-corrects his behavior in a counterproductive way. If told to be especially careful about the details of an important project he becomes so preoccupied with them that he ignores other projects. He compensates his part by over-controlling others. This style creates a sense that he has control over *something* and, therefore, is not completely powerless. Depending on the situation, the martinet attempts to control co-workers by act-

ing as an uninvited tutor, seducing them with friendliness or helplessness, criticizing or threatening them, and/or making them feel guilty.

Willie Lomans

The Willy Lomans learn early in life that things are better when they are unhappy. When happy, people are attracted to them, and because of their sensitivity, they are easily hurt.

In the book and stage play, Willie learned that being gloomy, pessimistic, and complaining made life a lot easier. In fact, he found a certain sense of pleasure and safety because he anticipated the frustrations, failures, and rejections that invariably occur in life. To these frustrations, he carped, "See, I told you so; people are no darn good".

The Willie Lomans create problems even though there are no problems. They create chronic levels of tension that are often accentuated by periodic outbursts of anger. The Willie Lomans-personality types also have a low performance level.

The Narcissist

The narcissist's self-esteem is based primarily on his or her being right on matters of importance. The implication that he may be wrong creates an anxiety attack because it represents a direct challenge to his self-worth. To keep his anxiety at a tolerable level, he adjusts his perceptual lenses in ways that will allow him to be correct and make those who may disagree with him look incorrect. The narcissist's overdriven need to be right may manifest itself in the work place.

The narcissist presents his point of view in a way that anyone who disagrees with it appears, at the least, very naive, or at the worst, ignorant. Only employees who have enormous psychological strength or who are planning to retire in six months are capable of expressing their views. This is especially true if the narcissist is in a position of authority.

The narcissist selects only data that support his views. He will make such statements as "the data back me up in this area," or "all the people I have asked, agree." The fact is, however, he has used only data of sources that support his views or he has asked those who have learned never to disagree with him.

Mr. Nice Guy

Mr. Nice Guy discovered early in life that his behavior seemed to facilitate interpersonal activities. Later on, at work he was well liked because he helped others and threatened no one. He volunteered for the tough jobs and did them well. He found fault with no one, never complained and never said "no." He was an ideal worker, a real organization man. In fact, he was so good he was promoted up through the ranks. When he became supervisor, problems started occurring.

Mr. Nice Guy tries desperately to make everyone happy so that they will like him. His management style is to let people do what they want because they



are all mature, competent people. The result is either near chaos or low performance levels.

Mr. Nice Guy tends to make decisions based upon what the majority desires or on the basis of what the most influential employee wants. This results in poor decisions and tends to alienate the other dedicated workers. He ignores the fact that employees come to work late or leave early or fail to report sick leave. When he does confront people, they often don't realize they are being counseled because of his good natured apologetic manner. As a result, his counseling has little effect.

He communicates a double message to his employees. When the negative effects of his laissez-faire approach to management become apparent, he feels such anxiety about receiving criticism from his superiors that he really puts the screws to his employees to shape up. He uses the excuse that the pressure is on from higher up. He soon feels the wrath of his workers and resorts back to his Mr. Nice Guy approach.

* * *

These examples are by no means the only odd personalities we see among the carriers in an organization. However, they are the most obvious and the most difficult to cope with.

In a forthcoming issue, I will discuss how the supervisor or commander can help these carriers recognize their self-defeating behavior and identify alternative patterns of behavior that will meet their need more effectively and improve organizational performance.

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